



Wajibika Quarterly Performance Monitoring Report *July -September 2010*

Background

At the end of 2009, USAID awarded Abt Associates Inc, under the AIDSTAR II mechanism, a project called Wajibika. Wajibika is a Kiswahili word meaning be accountable. Wajibika supports the initiatives of the Government of Tanzania to strengthen Local Government Authorities' (LGA) capacity for fiscal and programmatic accountability under the decentralization by devolution (D by D) program.

Abt Associates operates the Wajibika Project in partnership with the Prime Minister's Office Regional Administration and Local Government (PMO-RALG), the Ministry of Health and Social Welfare (MOHSW), Family Health International (FHI), and Techno Brain Ltd.

Although the project started in January, so that a full year of the project would be from January-December, per the request of USAID, the project year was synchronized with the USAID calendar year. Due to this, the first year of the project has been relatively short, from Mid-February to Sept 2010.

This quarterly report describes the quarter (July-September 2010) achievements and challenges. It also outlines the way forward in terms of project implementation.

Achievement of this quarter (July – Sept 2010)

Wajibika registered the following achievements in the quarter ending September 2010:

1. **The MOHSW and PMO-RALG identified senior level staff to be champions for Wajibika interventions:** The Ministry of Health through the Chief Medical Officer identified Dr. Anna Nswila to be the focal person for Wajibika. Anna works with the Ministry of Health as District Health Services coordinator. This is an appropriate choice for Wajibika because Anna is responsible for all Council/District activities and directly responsible for the development and supervision of the Comprehensive Council Health Plans. From the PMORALG, Mr. Antony S. Gikaro who is an accountant has been appointed to be the focal person for Wajibika.
2. **Hiring, training and deployment of Mentors to Councils:** Advertisement and selection for mentors was done towards the end of the previous quarter. Early during this quarter the mentors were oriented, trained and deployed in their respective councils.
3. **Selected roll-out Councils:** The selection of roll out councils has been agreed upon based on the same "whole region" approach. Three roll out regions have been selected. The new regions include Dodoma (seven councils) , Morogoro (six councils) and Pwani (eight councils) – making a total of 21 new councils.

4. **MOUs signed in eight start up Councils:** The MoUs between Wajibika and councils have been signed in all eight start- up councils .
5. **MoUs with PMORALG, MoHSW and MoEA signed:** The MoU has been signed by the Ministry of Health and Social Welfare and has been forwarded for the other signatures by the PMORALG. And later on by the MOEA .
6. Wajibika successfully negotiated a scope of work and budget to develop a subcontract with PMO-RALG, which has been submitted to USAID for approval.
7. **Dissemination of Rapid Assessment findings:** Wajibika conducted a one day meeting with Iringa Region officials and Council Directors to disseminate the results of the Rapid assessment conducted in February 2010. Participants were impressed by the findings and the suggested interventions. Also the findings were discussed with the Chief Medical Officer MoHSW and Deputy Permanent Secretary PMORALG . Other groups include the ECHO and Public Finance Management (PFM) Groups of Development Partners
8. **Training of council Internal Auditors:** Twenty-one Internal Auditors from eight councils and the Regional Secretariat were trained by Wajibika through the Institute of Internal Auditors (IIA) on the development of risk based annual audit plan and report writing. The purpose of the training aimed at bridging the gap identified during the rapid assessment and equipping them with contemporary professional standards.
9. **Supervision of Wajibika council mentors:** The Wajibika team conducted supportive supervision to all council mentors with the aim of assessing mentors' performance and interpersonal relations as they worked with council staff. The key findings from these supervision visits were: All seven mentors were present in the visited councils, they all have good relationship with council staff, there are positive changes observed in the councils as a result of mentor' interventions e.g. enhanced punctuality and signing of attendance registers, preparation and use of work plans and preparation and submission of council monthly quarterly and annual financial reports in a timely manner and according to agreed format and guidelines. In addition, there are updated OVC registers and list of partners.
10. **Second year workplan and PMP:** Wajibika team developed year two workplan for use with effect from 1st October 2010 to 30th September 2011.

Benchmarks achieved this quarter are shown in the table below:

| Benchmark | Status |
|--|-----------------------------------|
| Identify senior level MOHSW and PMO-RALG staff to be champions for interventions | Completed |
| Develop web based tool for Councils, mentors and supervisors (at council, regional and central levels) | In progress |
| Select roll-out Councils | Completed |
| MOUS signed in eight start up Councils | Completed |
| MoUs with PMORALG, MHSW and MOEA signed by Ministry of Health | In progress |
| Disseminate rapid assessment results study findings | Done see 7 above |
| Hire mentors for startup councils | Completed |
| Train mentors in eight start-up Councils | Completed |
| Conduct quarterly supportive supervision to mentors | Completed |
| Training of council Internal Auditors for startup councils | Completed |
| Second year draft workplan | Completed, pending USAID approval |

Challenges Encountered

There are a few challenges which tend to hinder our planned implementation progression. These include:

1. **Subcontracting with Technobrain:** Subcontracting with TechnoBrain has taken long to finalize. Wajibika team considers this as a major drawback to the project implementation. TechnoBrain was foreseen to develop most of the technical IT related aspects of the program including the web based tool. Delay in signing any contract with them has delayed the attainment of these technical inputs
2. **Delayed signing of MoUs with the PMO-RALG, Ministry of Finance and Economic Affairs and Ministry of Health and Social Welfare:** The MoUs has been signed only by the Ministry of Health and Social Welfare. Signatures from the other two Ministries are still pending and need follow up.
3. **Identification of performance related incentives:** There has been differing opinions on this topic. Whereas the GOT through the Ministry of Health and Social Welfare would like some form of Pay for Performance (P4P), some of the Health Development Partners seem to be unsure as to whether there has been enough preparation to implement this approach. This has led to the delay in GOT implementation of P4P. In Wajibika's baseline assessment we found that councils are currently already implementing certain types of incentives. For instance, some workers were being awarded a best worker incentive on Labor day (1st of May of every year).

Proposed Solutions to New or Ongoing Problems

1. **Contracting with TechnoBrain:** Despite many attempts to speed up the subcontracting process, there have been challenges due to Technobrain's inexperience working on a USAID project. The Wajibika team will continue to collaborate with Technobrain until a subcontract has been signed. The team has decided to move forward with a reduced scope, fixed price contract. Furthermore, the PMORALG is working closely with the vendors of Epicor and PlanRep to provide some of the related technical input. Wajibika is coordinating with the PMORALG in this aspect.
2. **MoUs with the PMO-RALG, Ministry of Finance and Economic Affairs and Ministry of Health and Social Welfare:** The Wajibika team will closely follow up with the remaining ministries as necessary so that the MoUs can be signed as soon as possible.
3. **Identification of performance related incentives:** Wajibika is not thinking of putting up new mechanisms but rather identify the ones in place and those found effective might be shared with other councils.

Success Stories

In this report we have included two success stories as shown in Annex 1: Internal Audit training for strengthening accountability in Local Government Authorities (LGAs) – Tanzania and Annex 2: Deployment of Mentors at Council Level Makes a Difference in Tanzania

Documentation of Best Practices (that can be scaled up)

Our project takes a systemic approach whereby we implement project activities within all councils in project focus regions. Practically, our experience thus far has shown that the “whole region” approach seems to facilitate the linkage between the different levels within the region. A regional approach makes it easier for the regional level authorities to support council LGAs. It also fosters learning amongst councils within the same region. This approach will be used when the project scales up to other regions.

List of Upcoming Events/Key Meetings/Activities

- Meeting/Presentation to the MoHSW Management. Wajibika is intending to present the project approach and progress made during the period Feb – Sept 2010. This will stimulate input from the Ministry which will assist the project.
- Continue with presentation of Baseline findings to relevant stakeholders and to the new regions. Wajibika is extending the project to Morogoro, Dodoma and Coast regions. These areas have some similarities with Iringa and therefore some of the findings will be applicable to these new region.
- Introducing Wajibika to new regions and councils. Wajibika will visit all the new councils and provide introduction of project and to understand current situation of the new councils particularly in the area of Comprehensive Council Health Plans (CCHP) process, Finance Management, internal auditing and procurement

- Supporting councils to develop their CCHPs and strategic plans The project will support , technically the development of CCHP
- Participate in stake holders meetings at council level. The stake holders meeting bring together all potential contributors to the CCHP budget to review council priorities and the way to support them. Wajibika will be part of this process.
- Train/orient regional and councils health management teams on the use of the dispensary and health centre planning template
- Train Internal Auditors in the scale up councils. From the Baseline findings in Iringa it was evident that most of the internal auditors were not following international auditing standards. Wajibika will link the councils with the Institute of Internal Auditors and will support training of this cadre.
- Recruitment of additional staff: M&E officer, mentor coordinator, council mentors, accountant and driver.
- Procure a second project vehicle. Wajibika support is extending to cover four regions for that reason the project team will need to split in the process of providing support to the councils.

Annex 1: INTERNAL AUDIT TRAINING FOR STRENGTHENING ACCOUNTABILITY IN LOCAL GOVERNMENT AUTHORITIES (LGAs)-TANZANIA CASE

Developing risk based annual audit plan through identifying high risk departments and processes on which internal auditors should focus their audit efforts during the year is a very crucial thing in the contemporary audit approach as well as writing high impact internal audit report which will drive management actions.

LGAs' internal auditors are used to audit by a traditional approach whereby most of them put effort in financial department leaving other important issues such as corporate governance, human resources and operation of the organization unattended. Wajibika, a USAID funded project supports the Government of Tanzania's initiatives to strengthen Local Government Authorities' capacity for financial and programmatic accountability. "Wajibika" in collaboration with the Institute of Internal Auditors- IIA (an international professional association) trained 21



Iringa Regional Administrative Secretary Mrs Getruda Mpaka – 4th from left in group photo with participants of internal auditors training workshop

internal auditors of LGAs and Regional Secretariat in Iringa region on preparation of risk based annual audit plan and writing high impact internal audit report.

A workshop participant named Hassan Matumla from Kilolo states "... the training was very useful to me. Before the training I was not aware of the international standards, and risk planning. Now I am aware of this and I have used the risk assessment approach to prepare the July-September audit report ...". Hassan admits that after the training, he has

prepared the quarterly audit report basing on the instructors' directives.

Another participant Mr. Gillian B Bukori, the Regional Secretariat's Chief Internal Auditor says, "the training was an eye opener and highly appreciated by all especially the topic related to risk assessment and their control. I feel that the internal auditors from councils benefited the most from this new knowledge."



One of the participants of the workshop receiving the Certificate of Attendance from the Guest of Honor

Generally, the training was considered successful. Auditors were also exposed to the International Professional Practices Frameworks (IPPF); a body of knowledge issued by the IIA which internal auditors across the globe use as a guide in performing audits that add value to their organizations. On post training evaluation, eighty-two (82)% strongly agreed that the knowledge and skill gained will improve individual performance on the job. Participants

requested Wajibika Project to support them to be registered members of IIA through which they can access contemporary issues in the auditing profession and undertake professional examinations resulting to the award of global “ Certified Internal Auditor”(CIA).

Annex 2: Deployment of Mentors at Council Level Makes a Difference in Tanzania



Mentors and trainers in group photo at Iringa Primary Health Institute

Traditionally there have been a lot of seminars/workshops to strengthen capacity at different levels of the Council workforce especially in the health sector in Tanzania. At the same time the councils have a serious shortage of qualified human resources. This traditional **approach removes workers from their** place of work for a long time thus aggravating the already existing shortage. Due to this situation Wajibika, a USAID funded project for strengthening programmatic and fiscal accountability at councils level decided to use a different approach in building capacity of council management. The approach entails use of mentors to provide on

job training, guidance and coaching for council staff. The project started with Iringa councils in February 2010. It conducted rapid assessment whereby several challenges were identified and several interventions were developed.

The use of mentors for capacity building at the work place is a new approach in Tanzania. Wajibika recruited, oriented and deployed mentors in seven councils out of the eight councils of Iringa region. Mentors started operating in the councils since 1st of July 2010. Two weeks after, Wajibika conducted training workshop to these mentors, where assorted presenters from USAID-TZ, Abt Associates Inc., Ministry of Health and Social Welfare (MOHSW), Prime Minister's Office Regional Administration and Local Government (PMORALG), Iringa Regional Secretariat, Wajibika Team and TechnoBrain shared with the mentors various experiences, knowledge and skills in the area of mentoring and coaching.

In three months time, Wajibika conducted supportive supervision to these mentors. The Council Director for Njombe Town Council Mr. George Mkindo, remarked; "mentors are useful to the council and they have registered positive changes such as: development and use of personal work-plans where they did not exist and staff were operating unsystematically and thus achievements were difficult to substantiate". We further observed that in Njombe District Council, all council staff now sign in the council attendance registers daily as required and in time, prepare and submit council monthly quarterly and annual financial reports timely and according to agreed format and guidelines and there are updated OVC registers and list of partners.

With this development it is evident that Wajibika mentor approach has and will continue to make the desired difference.